NAVSEA

Contractor Performance Assessment Reporting System (CPARS)

TRAINING

Module 1

Introduction

Course Objectives

- **Familiarization with CPARS Policy**

  — **Past Performance for Source Selection**

  — **DON Policy**

- **Proficiency in CPAR preparation**

  — **CPAR Exercise**

- **Obtain feedback**

Course Content and Schedule

Module 1 -   Introduction

Module 2 -   DON CPARS Policy

Module 3 -   Filling Out CPARs

Module 4 -   Block 18 Evaluation Ratings

Module 5A - Systems CPAR Block 18 Evaluation Areas

Module 5B - Services, Information Technology, Operations
              Support CPAR Block 18 Evaluation Areas

Module 6 -   Filling Out CPARs Blocks 19-25

Module 7 -   CPAR Automation
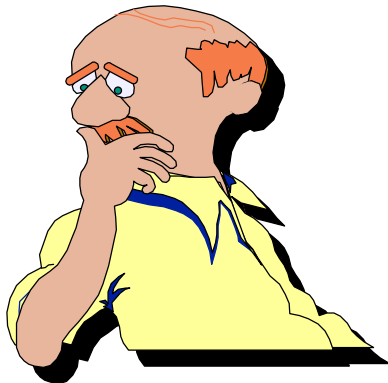
Module 8 -   CPARS Security

Module 9 -   CPAR Exercises

Participation of Attendees

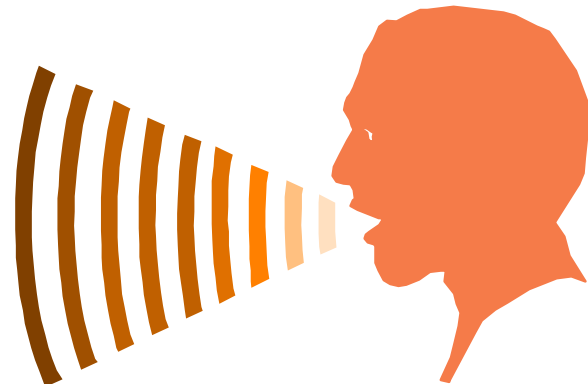Ask questions!

Keep an Open Mind!

Provide Feedback!

Module 2

DON CPARS Policy
and Direction

The Regulatory Basis

- **FAR 15.304 - Evaluate past performance in source selections for negotiated competitive procurements.**

- **FAR 42.1502 - Directs all Federal agencies to COLLECT contractor past performance information on all contracts.**

NOTE: CPARS, used by the Air Force for over 8 years, was approved for DoD aviation use in Jan 97 and DoN use (incl. shipbuilding) in Sep 97.

CPARS Policy

- **OUSD (A&T) Memo, 20 Nov 97**
  - **— Collection of Past Performance Information in DoD**

- **ASN (RDA) Memo, 2 Oct 97**
  - **— Collection of Past Performance in DoN**

- **ASN (RDA) Memo, 2 Feb 98**
  - **— Forwards DoN CPARS Guide January 98**

Business Sectors and Thresholds

Business Sector	Dollar Threshold
● **Systems**	≥ $5,000,000
— Ship Repair and Overhaul	≥$500,000
● **Services**	≥ $1,000,000
● **Operations Support**	≥ $5,000,000
● **Information Technology**	≥ $1,000,000

Dollar threshold applies to "as-modified" face value of contract.

Information Provided in CPAR

- **Administrative information**

- **Technical, quality of service, cost control, schedule, and management evaluation elements and ratings**

- **Program Manager narrative**

  — **Insight into contract performance and relevance to source selection**

  — **Signature**

- **Contractor comments (option of contractor)**

  — **Signature**

- **Reviewing official comments (option of reviewing official)**

  — **Signature (required)**

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Areas Assessed in Systems CPAR

- **Technical (Quality of Product)**
  - Product Performance
  - Systems Engineering
  - Software Engineering
  - Logistics Support/ Sustainment
  - Product Assurance
  - Other Technical Performance

- **Schedule**

- **Cost Control**

- **Management**
  - Management Responsiveness
  - Subcontract Management
  - Program Management & Other Management

- **Other Areas**

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Areas Assessed in Services, Information Technology, & Operations Support CPAR

- ● **Quality of product or service**

- ● **Schedule**

- ● **Cost control**

- ● **Business relations**

- ● **Management of key personnel**

- ● **Other areas**

Responsibilities

Focal Point - tracks and suspenses CPAR

Program Manager (or equivalent) - prepares, processes, and signs CPAR

Contractor - reviews, comments on, and signs CPAR

Reviewing Official - reviews, reconciles PM/contractor differences (if possible), and signs CPAR
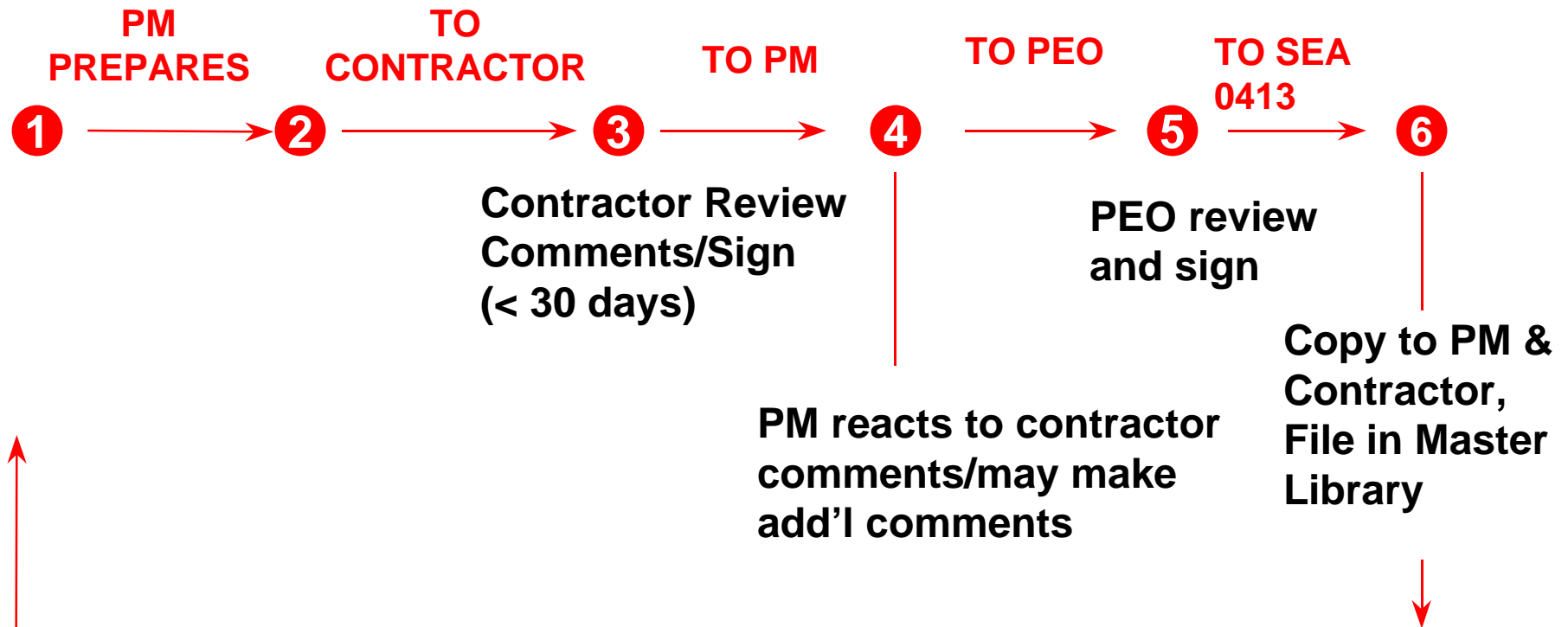
NAVSEA CPAR Process
(Target 120 days - start to finish)

PM PREPARES → **TO CONTRACTOR** → **TO PM** → **TO PEO** → **TO SEA 0413**

1 → **2** → **3** → **4** → **5** → **6**

Contractor Review Comments/Sign (< 30 days)

PM reacts to contractor comments/may make add'l comments

PEO review and sign

Copy to PM & Contractor, File in Master Library

CPAR FOCAL POINT FEEDBACK

Frequency of Reporting

- **Initial**
  - New contracts between 180-365 days after award

- **Intermediate**
  - ANNUALLY during entire period of performance

- **Out-of-Cycle**
  - When significant change in performance alters the assessment, or
  - When program manager departs, draft prepared for relieving PM if over 4 months since last CPAR

- **Final**
  - After delivery of final major end item or end of period of performance, or
  - Upon termination

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CPARS Jeopardy

Category 1 Business Sectors and Dollar Thresholds	Category 2 CPAR Form	Category 3 Administrative Requirements
5 points	5 points	5 points
10 points	10 points	10 points
15 points	15 points	15 points
20 points	20 points	20 points

Module 3

Filling Out CPARs

Filling Out CPARs, Blocks 1-3
(DoN CPARS Guide , Page A2-1)

- **Block 1- Contractor Name/Address**

    — **Contractor's Commercial and Government Entity (CAGE) Code for the business unit doing the work**

    — **Data Universal Numbering System (DUNS+4) number**

    — **Federal Supply Classification (FSC) code**

    — **Standard Industry Classification (SIC) code**

- **Block 2 - Type Report, e.g., initial, intermediate, final, addendum (out-of-cycle)**

- **Block 3 - Period Covered by Report (mm/dd/yy, e.g. _06/01/96-05/31/97_)**

Filling Out CPARs, Blocks 4-7
(DoN CPARS Guide, Page A2-2)

- **Block 4a -   Contract Number (Systems CPAR)**
  Contract & Order Number (Services, IT, and Operations Support CPAR)

- **Block 4B -   DoD Business Subsector**

- **Block 5   -   Contracting Office (Org & Code)**

- **Block 6   -   Location of Contract Performance (if not in Block 1)**

- **Blocks 7a/7b - Contracting Officer and Phone Number**

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Filling Out CPARs, Blocks 8-10
(DoN CPARS Guide, Page A2-2)

- **Block 8 -** Award Date - Date of actual contract award

- **Block 9 -** Completion Date - Date of actual contract completion

- **Block 10 -** Contract Percent Complete/Delivery Order Status - Percent of contract currently complete (Systems CPAR)

  - N/A (Services, IT, and Operations Support CPAR)

- **Block 11 - Awarded Value, does not include projected final cost or unexercised options**

- **Block 12 - Current Contract Dollar Value (current face value)**

- **Block 13 - Basis of Award, e.g., competitive**

- **Block 14 - Contract Type, e.g., FFP**

  - **If more than one type of contract used:**
    - **"X" the block of the predominate type**
    - **"X" the "Mixed" block**
    - **Identify other contract type(s) in Block 17**

Filling Out CPARs, Blocks 15 & 16
(DoN CPARS Guide , Page A2-2)

For Systems & Services, IT, Operations Support

- **Block 15 - Key Subcontractors and Effort Performed ***

- **Block 16 - Program Title and Phase of Acquisition**

  — **Short narrative including identification of program phase (e.g., Engineering & Manufacturing Development)**

  — **Spell out abbreviations**

For Ship Repair/Overhaul

- **Block 15 - Type of Availability**

* Subcontractors are only identified, not rated. Any subcontract impact on prime contract performance should be reflected in Block 20 narrative.

Filling Out CPARs, Block 17
(DoN CPARS Guide, Page A2-3)

- **Block 17 - Contract Effort Description**

  — **CRITICAL** to source selection officials in determining relevance of your CPAR to their program

  — Identify key activities, technologies, components, subsystems, requirements, and technical risks

  — For intermediate CPAR, identify milestones and contract modifications for this period

  — One additional page allowed to fully describe program

Module 4

Block 18 Evaluation Ratings

Block 18 Evaluation Ratings - Scope

- **Color ratings for System CPARs**

- **Adjectival ratings for Services, IT, Operations Support CPARs**

- **Assign ratings after:**

  — **You determine what the contract required in the rating period**

  — **Functional/project team members advise you on how well the contractor met requirements in their areas**

  — **Filling out block 20 narrative**

- **Risk inherent in effort should be significant factor in assessing contractor's performance**

- **Record critical subcontractor actions that impact prime contractor's performance record in block 20**
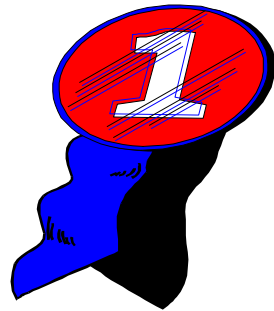
- **If an area is not pertinent, state "N/A"**

BLUE
Exceptional

- **Performance meets contractual requirements and exceeds many to the Government's benefit.**

- **None or few minor problems for which corrective actions taken by the contractor were highly effective.**

GOLD

Very Good

- **Performance meets contractual requirements and exceeds some to the Government's benefit.**

- **Some minor problems for which corrective actions taken by the contractor were effective.**

GREEN
Satisfactory

- **Performance meets contractual requirements.**

- **Some minor problems for which corrective actions taken by the contractor appear or were satisfactory.**
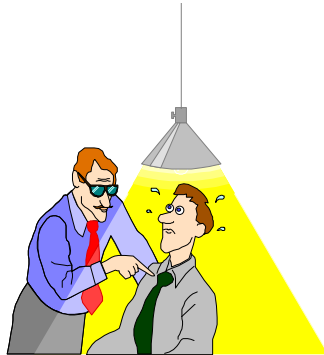
YELLOW

Marginal

- **Performance does not meet some contractual requirements.**

- **Serious problem for which the contractor has not yet identified corrective actions.**

- **Contractor's proposed actions appear only marginally effective or were not fully implemented.**
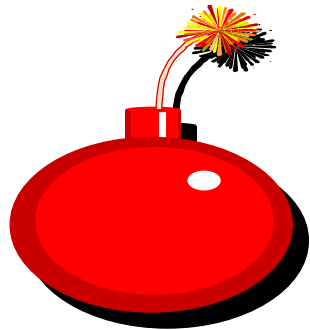
RED

Unsatisfactory

- **Performance does not meet most contractual requirements and timely recovery is not likely.**

- **Serious problem(s) for which the contractor's corrective actions appear or were ineffective.**

Evaluation Ratings
- Key Words -

|	BLUE	GOLD	GREEN	YELLOW	RED
	Exceptional	Very Good	Satisfactory	Marginal	Unsatisfactory
Reqmts	exceeds many	exceeds some	meets	does not meet some	does not meet most
Contract Problems	few minor	some minor	some minor	serious	serious
Corrective Actions	highly effective	effective	satisfactory	marginally effective	ineffective

Evaluation Rating Indicators
(DoN CPARS Guide , Page A2-4)

- **Upward/Downward Arrows** ↑ ↓
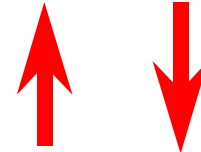
  — **Indicates an improving or worsening trend, insufficient to change the assessment status**

- **Asterisk** *

  — **Indicates significant benefits or detriments**

- **N/A**

  — **Not applicable**

Evaluation Rating Indicators
(DoN CPARS Guide, Page A2-4)

● **CPAR- Block 18 General Guidelines**

— **Indicate past rating (blank or N/A if initial report)**

— **Evaluate IAW the rating definitions**

— **Address changes in rating from prior reports in Block 20**

— **Insure consistency with program reviews**

— **Base assessment on objective data**

— **Recognize the amount of risk inherent in the effort as a significant factor**

— **Provide narrative for all ratings (including green)**

Module 5A

Block 18 Systems CPAR
Evaluation Areas

Systems CPAR Block 18a - Technical (Quality of Product)

- **Six sub-elements**

  — **Product Performance**

  — **Systems Engineering**

  — **Software Engineering**

  — **Logistic Support/Sustainment**

  — **Product Assurance**

  — **Other Technical Performance**

- **PM's integrated assessment of technical performance**

  — **Not a predetermined roll-up of six sub-elements, e.g., each sub-element <u>not necessarily</u> weighted equally**

  — **One sub-element may drive Technical rating**

Systems CPAR Block 18a(1) - Product Performance

- **Evaluate contractor's ability to meet product and system performance requirements**

- **In other words: DOES THE WIDGET WORK (SAIL) LIKE IT'S SUPPOSED TO?**

Systems CPAR Block 18a(2) - Systems Engineering

- Assess the contractor's planning and control of *TECHNICAL* program tasks

- Rate the quality and adequacy of the engineering support (manpower) assigned to the program

- Address the contractor's ability to integrate *ALL* engineering disciplines into an effective whole that ensures program execution

Systems CPAR Block 18a(3) - Software Engineering

- **Assess compliance with contract software development, modification, or maintenance reqts.**

  - **Is there a viable software development plan and is the contractor following it?**

  - **Are software releases quality products?**

- **Consider contractor-assigned resources (qualified people?) and processes/practices**

- **Use software capability evaluations, such as Capability Maturity Model (CMM), when feasible**

Systems CPAR Block 18a(4) - Logistics Support / Sustainment

- **Assess contractor's ILS program including all pertinent ILS elements and design interface**

  — **Logistic Support Analysis (LSA) effectiveness (when applicable)**

  — **Adequacy of planning (e.g., ILS / LSA Plan) and planning execution**

  — **Support of fielded equipment / sustainability effectiveness (when applicable)**

Systems CPAR Block 18a(5) - Product Assurance

- **Assess how well the contractor has satisfied the "ilities" -- producibility, reliability, maintainability, inspectability, testability, and system safety**

- **Assess contractor planning and control of the manufacturing process.**

  — **Is there a good Manufacturing Plan and does the contractor follow it?**

- **Recommend identifying compliance metrics with the contractor at the beginning of the contract**

Systems CPAR Block 18a(6) - Other Technical Performance

- All remaining technical areas

- Technical aspects unique to contract or those that cannot be captured in other sub-elements

Block 18b - Schedule
(DoN CPARS Guide, Page A2-7)

- Assess compliance with delivery schedule, including efforts that effect variances shown in Block 19, Schedule Variance

- Assess adequacy of and compliance with Integrated Management Plan (IMP)/Integrated Management Schedule (IMS)

- Assess schedule management practices and ability to identify and mitigate impact of problems on schedule

- Effectiveness of plans for recovering schedule slips

- Evaluate any missed schedule events, the causes, and the effectiveness of contractor recovery plans

Block 18c - Cost Control
(DoN CPARS Guide, Page A2-7)

- Complete 18c only if contract is <u>> 10% complete</u>

- Assess contractor effectiveness in forecasting, managing, and controlling contract cost

- Evaluate contractor efforts that effect variances shown in Block 19, cost variance

- Assess cost growth or underrun, the cause(s), and contractor solutions for overruns

- Where appropriate, assess person-hour expenditures against contract requirements

- N/A for FFP or FFP with Economic Price Adjustment

Systems CPAR Block 18d - Management

- **Three sub-elements**

  — **Management Responsiveness**

  — **Subcontract Management**

  — **Program Management and Other Management**

- **PM's integrated assessment of management performance**

  — **Not a predetermined roll-up of three sub-elements, e.g., each sub-element <u>not necessarily</u> weighted equally**

  — **One sub-element may drive management rating**

Systems CPAR Block 18d(1) - Management Responsiveness

- Evaluate responsiveness and business-like concern for program and customer needs :

  — Timeliness, completeness, and quality of problem identification and resolution

  — Response to requests for unscheduled briefings, meetings, submittal of ECPs, and user issues

  — Assure all actions assessed are within contract scope

- This is <u>NOT</u> the block for rating overall program management (discussed in Block 18d(3))

Systems CPAR 18d(2) - Subcontract Management

- **Assess management of subcontractors**

  — **Does the prime have and follow a Subcontract Plan?**

  — **Is the prime surprised by subcontract problems?**

  — **Are there management practices in place to anticipate problems and implement effective solutions?**

- **ACO or SUPSHIP QA input often helpful here**

Systems CPAR Block 18d(3) -
Program Management & Other Management

- **Assess integration/ coordination of contract activity**

  — **Evaluate, where applicable, compliance with Integrated Master Plan/Schedule**

  — **Is the contractor proactive or reactive?**

  — **Is risk management effective or is the contractor in a "fight fire" environment?**

  — **Assess data management**

- **Include unique aspects of management that cannot be captured in other sub-elements**

Systems CPAR Block 18e - Other Areas

- **Discuss unique requirements that don't fit other categories**

  — **If extra space is needed, use Block 20**

  — **Refer to DoN CPARS Guide page A2-8, para A1.24.1 for information on contracts with award fee or incentive provisions**

    - **Correlate award fee to CPAR ratings**

Module 5B

Services, Information Technology (IT) and Operations Support CPAR Evaluation Areas

Services, IT, Operations Support CPAR Block 18a - Quality of Product or Service

- **Assess conformance to contract specifications, statement of work, and professional standards**

- **Are reports and data accurate?**

- **For Operations Support, assess compliance with quality objectives including producibility, reliability, maintainability. Use field data where appropriate.**

- **For Operations Support production, assess contractor's control of production processes**

Services, IT, Operations Support CPAR Block 18d - Business Relations

- **Assess integration and coordination of activity needed for contract execution**

  — **Contractor/government relations - is the contractor oriented toward the customer?**

  — **Selection and management of subcontractors**

  — **Problem identification/resolution timeliness and completeness**

  — **Adequacy of accounting/billing system and Government Furnished Property management**

Services, IT, Operations Support CPAR
Block 18e - Management of Key Personnel*

- **Assess contractor's selection, retention, support of, and replacement of key personnel**

  — **How did the contractor address any unsatisfactory performance by key personnel?**

  — **Assess retention rate**

  — **Do replacements meet or exceed contract personnel qualifications?**

  * Not Applicable to Operations Support

Module 6

Filling Out CPARs
Blocks 19 - 25

Filling Out CPARs, Block 19
(DoN CPARS Guide, Page A2-8)

19 - Variances

- **Applicable if cost reporting is used**

- **Obtain variances from program control office**

- **Refer to DoN CPARS Guide, pages A2-9 and A2-10, paragraphs A1.25.1 through A1.25-3 for additional guidance**

Filling Out CPARs, Block 20
(DoN CPARS Guide, Page A2-9)

20- Program Manager Narrative

— Program Manager/Administrative Contracting Officer (ACO) Narrative (Ship Repair & Overhaul CPAR)

- Short factual narrative statement - required for all assessments regardless of rating

- Cross-reference comments in block 20 to their corresponding evaluation area in block 18 or 19

- Can be continued on two additional pages

20 - Program Manger Narrative

Include "Given what I know today about the contractor's ability to execute what he promised in his proposal I (*definitely would, probably would, might or might not, probably would not or definitely would not*) award to him today given that I had a choice."

21 - Program Manager Signature

- **Program Manager signs and dates before forwarding to contractor**

21 - Program Manager or ACO Signature

- **For Ship Repair & Overhaul CPAR the SUPSHIP (ACO) usually signs and dates**

22 - Contractor Comments

- **Contractor response to Block 18 optional**

- **Same amount of space as PM comments in Block 20**

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23 - Contractor Signature Block

- **CPAR letter of transmittal requests at least signature**

- **CPAR is to be signed by appropriate management personnel - not contracts personnel**

- **If not returned within 30 days, annotate CPAR and <u>continue processing</u>**

24 - Reviewing Official Comments

- **Must acknowledge consideration of any significant discrepancies between PM assessment and contractor comments**

NOTE: If contractor refutes a rating, the PM may provide additional disposition comments, including reconsiderations, on a separate sheet of paper. Questions of fact must be resolved.

Filling Out CPARs, Block 25
(DoN CPARS Guide, Page A2-9)

25 - Reviewing Official Signature

- **Must be one level above the Block 21 signator and**

- **In general, flag, SES, or activity commander or vice commander, e.g., PEO**

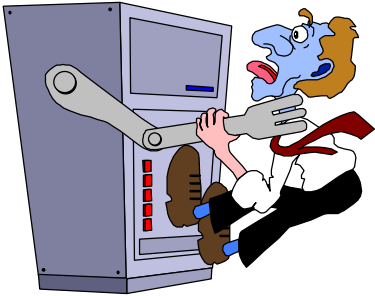 — **See DoN CPARS Guide, Page 3 for exceptions**

DRAFT CPAR REVIEW
- LESSONS LEARNED -

- For contracts in place longer than one year, first CPAR is for the last 12-month period <u>only</u>

- In Block 17, cite key milestones, e.g., CDR, accomplished during rating period

- Lack of rationale for <u>non-Green</u> (satisfactory) ratings. In general, these should be more detailed than those for Green ratings

- Mismatch of Block 19 schedule/cost variances or award fees and Block 18 rating and Block 20 explanation

DRAFT CPAR REVIEW
- LESSONS LEARNED -

- **Mismatch of Block 18 ratings and Block 20 explanation**

  — **Use descriptive words in rating definitions to assist Block 20 explanations**

  — **Indicate what strengths/weakness are "show stoppers" and which are minor**

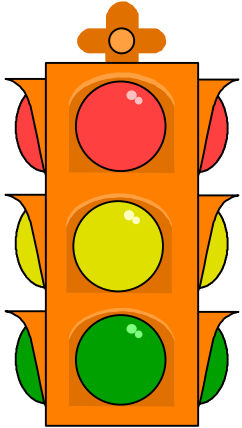 — **Use upward or downward arrow to indicate improving or worsening trends**

DRAFT CPAR REVIEW
- LESSONS LEARNED -

- **Appropriateness of a Green (satisfactory) rating when requirement(s) are not met**

  — **Complexity of program**

  — **Risk**

  — **Critical vs non-critical requirements**

  — **Apply to current or future rating period?**

- **State in Block 20 whether you *would, wouldn't*, etc., award again to the contractor**

Module 7

CPAR Automation

CPARS Toolbox

- ## ASN(RDA) CPAR Website (Navy CPAR)
    - www.abm.rda.hq.navy.mil/bpgpp.htlm

- ## CPAR Automated Forms
    - www.nslcptsmh.navsea.navy.mil

- ## Navy CPARS Guide
    - www.abm.rda.hq.navy.mil/cpars

- ## OFPP Past Performance Best Practices Guide
    - www.arnet.gov/BestP/BestPract.html

- ## ASN(RDA)AR Turbo Streamliner Website
    - www.acq-ref.navy.mil/turbo/08.htm

Process Flow

ORIGINATE

DATA ADMINISTRATION
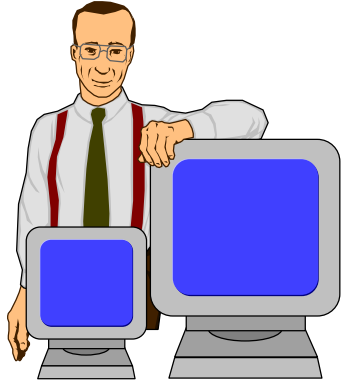
RETRIEVAL

- Originator
- Contractor
- Reviewing Official
- Focal Point
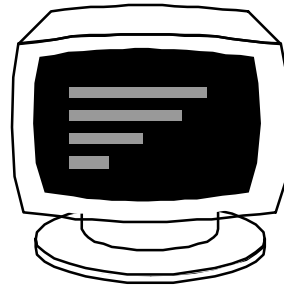
- Storage
- Security
- Maintenance

- Focal Point
- Gov't Activity
- Contractor

Module 8

CPARS SECURITY

Treatment of CPARS Information

- **All CPARS information is treated as Source Selection Information in accordance with FAR 3.104**

- **CPARs will always be treated as source selection information because they will be used constantly to support source selections**

CPAR Markings and Protection

- **Mark all forms, attached Blocks 17 & 20 narrative pages, and working papers as follows:**

   FOR OFFICIAL USE ONLY

   SOURCE SELECTION INFORMATION

- **Do <u>not</u> include classified information**

- **Disclosure <u>not</u> authorized outside the government**

- **Contractors <u>may</u> review CPARs completed <u>on their company</u>**

Security

NAVSEA CPAR Automation Security

Security Gates

Rejected

User ID/Password

Ownership privileges, rights & roles

Authority levels, read only, update, delete, etc.

View

Unauthorized access

CPAR Data

Valid User ID/Password

View & update

OK

Valid User ID/Password w/ correct rights privileges

OK

OK

View, update, administrate

Valid User ID/Password w/ correct rights privileges and authority levels

OK

OK

OK

Module 9

CPAR Exercises

9A - Systems CPAR / ACAT I DAES Report

9B - Systems CPAR / ACAT II Program Review Report

9C - Systems CPAR / ACAT III First Time Report

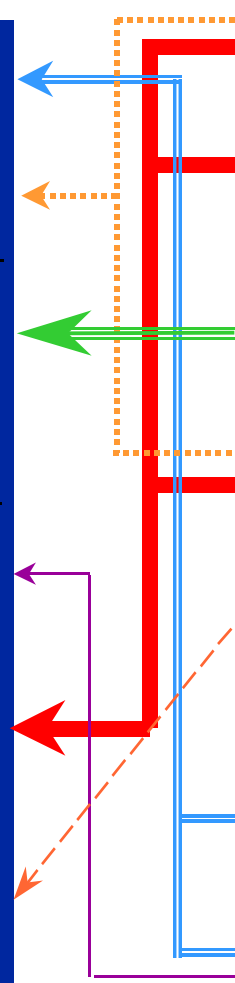**9D - Services, IT, Operations Support CPAR (To be provided)**

9A - Systems CPAR / ACAT I DAES Report Exercise

CPAR (Blocks)

1 - 14	Contract Administrative
15 - 17	Program / Contract Description
18a-e	Evaluations - Technical -Management - Schedule -Cost - Other
19	Cost / Schedule Variance
20	PM Narrative
22	Contractor Comments
24	Review Offical Comments

DAES (Sections)

1	Executive Summary
2	Assessment - Performance -T&E - Logistics -Cost - Funding -Schedule - Contracts -Production - Management Structure
3	PM Comments
4	PEO -CAE Comments
5	Approved Prog. Data
6	Prog. Background Data
7	Supplemental Cost Data

9A - Systems CPAR / ACAT I DAES Report Evaluation Correlation

CPAR Block 18

a. Technical (Quality of Product)

  (1) Product Performance ☐

  (2) Systems Engineering ☐

  (3) Software Engineering ☐

  (4) Logistic Support Sustainment ☐

  (5) Product Assurance ☐

  (6) Other Technical Performance ☐

b. Schedule ☐

c. Cost Control ☐

d. Management

  (1) Management Responsiveness ☐

  (2) Subcontract Management ☐

  (3) Program Management/

    Other Management ☐

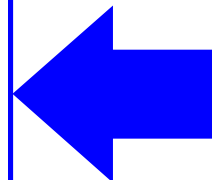**e. Other Areas** ☐

DAES Section

1. Executive Summary

2. Assessment

G	Performance Characteristics
G	Test & Evaluation
G	Logistics Rqmts/Readiness
G	Cost
Y	Funding*
G	Schedule
G	Contracts
N/A	Production
G	Management Structure

3. PM Comments

9B - Systems CPAR / ACAT II Program Review Report Exercise

CPAR (Blocks)

1 - 14	Contract Administrative
15 - 17	Program / Contract Description
18a-e	Evaluations - Technical -Management - Schedule -Cost - Other
19	Cost / Schedule Variance
20	PM Narrative
22	Contractor Comments
24	Review Offical Comments

Program Review

1	Overview
2	Production - Production Status -Manning - Ship Construction Status - Key Events / Major Milestones
3	Engineering
4	Material
5	Administration - CDRL/ECP/Dev Status - Equivalency Status - Open Correspondence
6	Logistics
7	Summary/Program Issues
8	Contract Status/Earned Value

9B - Systems CPAR / ACAT II Program Review Report Evaluation Correlation

CPAR Block 18

a. Technical (Quality of Product)

(1) Product Performance ☐

(2) Systems Engineering ☐

(3) Software Engineering ☐

(4) Logistic Support Sustainment ☐

(5) Product Assurance ☐

(6) Other Technical Performance ☐

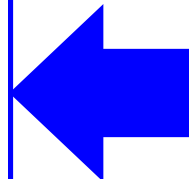**b. Schedule** ☐

c. Cost Control ☐

d. Management

(1) Management Responsiveness ☐

(2) Subcontract Management ☐

(3) Program Management/

    Other Management ☐

e. Other Areas ☐

Program Review

1	Overview
2	Production - Production Status -Manning - Ship Construction Status - Key Events / Major Milestones
3	Engineering
4	Material
5	Administration - CDRL/ECP/Dev Status - Equivalency Status - Open Correspondence
6	Logistics
7	Summary/Program Issues
8	Contract Status/Earned Value

2/25/98

9C - Systems CPAR / ACAT III First Time Report Exercise

CPAR Block 18

a. Technical (Quality of Product)

   (1) Product Performance ☐

   (2) Systems Engineering ☐

   (3) Software Engineering ☐

   (4) Logistic Support Sustainment ☐

   (5) Product Assurance ☐

   (6) Other Technical Performance ☐

b. Schedule ☐

c. Cost Control ☐

d. Management

   (1) Management Responsiveness ☐

   (2) Subcontract Management ☐

   (3) Program Management/

      Other Management ☐

e. Other Areas ☐

Team Assessment

Program Manager

Project Engineer

Contracting Officer

Quality - DCMC Rep.

ILS Manager